

MILITARY ISSUES

USU BRIGADE

The USU Brigade (BDE) is the military command of all uniformed service members, including faculty, staff, and students, assigned to the University. Numbering over 1000 Navy, Marine, Army, Air Force and Public Health Service members, the Brigade is a dynamic organization that plays an integral role in the University and its tenant activities in the preparation of health care professionals for military readiness and national disasters. Its missions include:

- Support worldwide military medical operations and contingencies.
- Ensure the health, welfare, morale and spiritual support of BDE members.
- Support University military field exercises and events.
- Provide professional career development for assigned officers and enlisted personnel that enhance competitiveness for promotion, future assignments and retention in the uniformed services.

BRIGADE COMMANDER

The Brigade Commander is ultimately responsible for the accomplishment of the Brigade mission. The Brigade Commander is recognized as the "senior active duty military officer" of the University. He implements the Uniformed Code of Military Justice within the USU Brigade.

It is the responsibility of the Brigade Commander to ensure the uniformed personnel assigned to the University adhere to the appropriate service specific standards set by their parent services. In addition, the Brigade Commander makes certain that the interests of the military members assigned to the University are addressed. Under the leadership of the Brigade Commander, the uniformed students, faculty and staff assigned and reporting to the School of Medicine, the School of Nursing, or other University programs and divisions must participate in activities and events as they would in any other command of the Uniformed Services. Regular formations are held; physical fitness exercises, standards, and testing are adhered to; performance evaluations are completed and rated; and, uniformed personnel are trained in the appropriate uniformed programs and customs.

The Brigade Commander is assisted in his duties by the Brigade Staff, including the Executive Officer, the Senior Enlisted Advisor, the Brigade Equal Opportunity Officer, the Director of the Military Personnel Office, the Brigade Surgeons, the Operations

Officer, the Brigade Legal Officer, the Protocol Officer, and the Chaplain. There are also three subordinate Commanders who report directly to the Brigade Commander: the Commandant of the School of Medicine, the Commandant of the Graduate School of Nursing, and the Headquarters Company Commander.

COMMANDANT OF THE SCHOOL OF MEDICINE

With the support of the Army, Navy, and Air Force Company/Squadron Commanders, the Commandant of the School of Medicine commands the medical students assigned to the University. In order to better assist the service-specific Company Commanders, a structure was put in place within the student companies to clearly delineate the chain of command. Additionally, the restructuring effort recognized the need for three service-specific Non-Commissioned Officers/Chief Petty Officers to act as Senior Enlisted Advisors and to assist the Company Commanders in the proper training of the medical students.

HEADQUARTERS COMPANY COMMANDER

The Headquarters Company includes all enlisted members assigned to the University. The Company was created with the Brigade Executive Officer designated as the Headquarters Company Commander. The leadership positions of Army Platoon, Air Force Flight, and Navy Division were created to more effectively and efficiently ensure the proficiency, health, welfare, and morale of the enlisted personnel assigned to the University. Through the Headquarters Company, the enlisted community now has a recognized structure with leadership opportunities similar to those offered during assignments with their parent services.

More information about the Brigade is available on the USU web site: (www.usuhs.mil) under the heading of "Administrative Listing."

UNIFORMED SERVICES UNIVERSITY Military Chain of Command

**Secretary of Defense
Assistant Secretary of Defense
Health Affairs**

President USU

Brigade Commander

**Commandant
School of Medicine**

STUDENT MILITARY CHAIN OF COMMAND

As active duty officers, students are assigned to a military organization (the USU Brigade), with a formal military chain of command. The chain of command provides a clear and concise route for information flow and decision making authority for those activities that relate to a student's duties as a uniformed officer.

Within USU, the chain of command proceeds from the Brigade Commander, to the Commandant (Deputy Brigade Commander), to the Company/Squadron Commanders and then to the student chain of command.

The student chain of command serves two purposes: (1) to familiarize students with the structure of the military organizations, and (2) to provide assignments that promote and teach basic military leadership and officership skills in a practical setting. The student chain of command is appointed by the Company/Squadron Commanders under authority of the Commandant, and acts with her authority when carrying out assigned tasks. It is set up in an organizational pyramid that allows for both a workable span of control for each leader, and provides multiple opportunities for students to gain leadership experience in these jobs during their first and second years.

Some of the activities that the chain of command may be called upon to plan and organize include: uniform inspections; physical fitness testing; field gear issue; unit recall; Commandant's call; and Company/Squadron formations. There are activities that overlap with regard to a student's military and academic duties (e.g., required uniforms for certain classes, scheduling mandatory military activities with minimal impact on student activities, etc.). The Student Battalion Commander (who is the elected class president) and other elected academic representatives are responsible for coordinating with each other on all matters that impact upon both military and academic responsibilities ensuring that the Commandant, Company/Squadron Commanders and Associate Dean for Student Affairs (ADSA) are fully informed in advance.

STUDENT BATTALION COMMANDER (elected class President) This student is the class leader for all matters pertaining to military issues for the entire class. The Student Battalion commander communicates with the Commandant, to receive assignments, guidance, information, and policies, and disseminates official information through the student chain of command only when an activity includes the entire class (e.g. FTX Kerkesner, Antietam Road March, Commandant's call, school activities require student support, etc.). Day-to-day and service-specific issues will be handled between the Company/Squadron Commanders and student Company/Squadron Commanders. In conjunction with subordinate leaders, the Student Battalion Commander plans, organizes and conducts military activities as directed by the Commandant or his/her designated representatives as directed by the Commandant. Accordingly, the Commandant is the Student Battalion Commander's direct chain of command and should be the battalion commander's primary point of contact for any military matters relating to the entire class.

STUDENT BATTALION EXECUTIVE OFFICER (elected class Vice President) This student is the second in command to the Student Battalion Commander and acts as his/her right hand person. He/She works with the Student Battalion Commander to coordinate military related activities and information flow between the Office of the Commandant and the class as a whole.

STUDENT COMPANY COMMANDERS AND SQUADRON COMMANDER The Student Company Commanders (USA/USN) and the Student Squadron Commander (USAF) are the military leaders for all students of a given service within a class. These students must maintain a close working relationship with the Student Battalion Commander and when appropriate the elected class representatives. They will receive most assignments and information directly from the Student Battalion Commander or the staff Company/Squadron Commanders. They are responsible for keeping the Student Battalion Commander and staff Company/Squadron Commanders informed of relevant service-specific issues. They assist in the planning, organizing and conducting service-specific military activities, and disseminate official information through their subordinate leaders.

(INSERT ORGANIZATIONAL CHART)
(same as page 123 of last year)

STUDENT PLATOON LEADER AND FLIGHT LEADER Each military service is divided into platoons (USA/USN)/flights (USAF). The leaders report to the Student Company/Squadron Commanders to receive assignments and military information for dissemination. These leaders will assist the Student Company/Squadron Commander with the planning, organization and conduct of military activities.

STUDENT SQUAD LEADER AND ELEMENT LEADER The squad (USA/USN)/element (USAF) leaders are primarily responsible for timely and accurate dissemination of information, the accountability of their squad or element at military formations, and providing leadership for tasks designated by those senior in the chain of command.

THE USU SUPPORT NETWORK

USU provides multiple support services for students and their families. There is no "right" way to use these services. There are absolutely no academic or military penalties associated with using these support services; USU provides them intending that they be used. To avoid availing oneself of support which might help because one feels shame or fear of military or academic reprisal would be a terrible error.

DEAN'S TIME

The official duty day is Monday through Friday, 0730-1600. Dean's time is that part of the official school day that "belongs" to the Dean. Other staff or faculty may use this time for student activities only with the Dean's consent. Most often, the Dean leaves these time periods unscheduled to allow time for students to accomplish essential tasks outside of the USU campus (e.g., vehicle registration, banking, and other matters restricted by business hours), for additional study times, or for recreation. The Commandant, with the concurrence of the Dean, will schedule military training activities during this time (e.g., formations, inspections, physical fitness tests, weigh-ins, or special training). The Dean may approve other USU elements' requests for scheduling Dean's Time in support of specific requirements.

LEAVE, PASS/LIBERTY AND ACCOUNTABILITY

ACCOUNTABILITY SYSTEM

To ensure the safety and welfare of all students, an efficient and effective system of accountability is essential.

1. All students must provide any changes in telephone numbers or address to the Company/Squadron Commander's Office and the Office for Student Affairs within 7 days of the change. The information is used to update the recall roster.
2. All students must log onto their computer at least 3 times weekly. Each student is responsible for knowing and acting in accordance with the information on their class bulletin board and in his/her personal E-mail account.
3. Students must participate in all required academic activities unless officially excused by the appropriate course director(s). The Company/Squadron Commanders must approve passes (absences) and/or leaves. If the Company/Squadron Commander cannot be contacted, the Commandant will authorize the leave or pass. The ADSA or delegated staff are the university officials who grant final clearance for missing academic requirements prior to signature by the Company/Squadron Commanders.
4. A Roster Sign-In Process is used during basic science years and during breaks to ensure that all students are accounted for within the Standards of Military Service Requirements.

LEAVE AND PASS/LIBERTY POLICY

General: Medical school is emotionally, mentally, and often physically stressful. It is in the student's best interest to periodically disengage from this environment to regain the perspective that it is largely a healthy world we live in. You are strongly encouraged to take advantage of the leave you accrue each year.

Leave: You earn 2.5 days of leave each month. USU policy permits ordinary leave when classes are not in session during the fall, winter, and spring breaks, and at the end of the academic year. Specific procedures for requesting leave are provided by either your Company/Squadron Commander or the Military Personnel Office.

1. Plan ahead for leave; submit requests at least 14 days in advance of the leave.
2. Leave is not approved until you have an authorization number control number on your leave form.
3. You must have a copy of your leave approval on your person at all times when on leave.
4. You must sign in the next day when you return from leave (check service specific policies)
5. Use of leave (advance leave) not yet earned is not automatic; you need to check with your Company/Squadron Commander for service specific policies.
6. Emergency leave can be granted at any time if the leave meets the service specific definition of emergency leave. Your commanders will provide you with a contact number you can use any time of the day or night to receive assistance. At a minimum you must provide the nature of the emergency, when you want to leave, the complete address of where you will be going, name of person(s) with whom you will be staying, phone number, mode of transportation, and how many days you will be gone. It is your responsibility to notify your Commander; this is not something you can delegate. Leaving the area without permission is considered failure to report or absent without leave (AWOL) and is a serious offense.
7. Any request for leave which would cause a student to miss scheduled class or clinical rotation time must have the approval of the ADSA or ADCS before Company/Squadron Commander processing. In addition, the ADSA or ADCS require verbal permission from the relevant department chair/course director before they will recommend leave.

Pass/Liberty: A pass/liberty is granted during non-duty hours (after 1600), weekends, and holidays. It does not count against normal leave. Pass/liberty cannot occur concurrently with leave. Passes are requested by submitting a pass form to the appropriate Company/Squadron Commander. Requests are submitted 7 days in advance, and are usually from 1-3 days in duration. Four-day passes may be approved by the commanders under special circumstances. If you are unable to return from pass/liberty, for any reason, you must notify either your Company/Squadron Commander or the Commandant. Extension of a pass/liberty will necessitate the entire absence be converted to leave. You will not overstay a pass/liberty without approval. If you do, you are AWOL and subject to disciplinary action.

STANDARDS OF CONDUCT AND THE UCMJ

STANDARDS OF CONDUCT

Public confidence in the integrity of the Department of Defense is essential to the performance of its mission. For this reason, all military personnel are held to the standards of conduct requiring them to:

1. Avoid any action, whether or not specifically prohibited, which might result in or responsibly be expected to create the appearance of:
 - a. Using public office for private gain;
 - b. Giving preferential treatment to any person or entity;
 - c. Impeding government efficiency or economy;
 - d. Losing complete independence or impartiality;
 - e. Making a government decision outside official sanctions;
 - f. Adversely affecting the confidence of the public in the integrity of the government.
2. Not engage in any activity or acquire or retain any financial interest which results in a conflict between their private interest and the public interest of the United States related to their duties.
3. Not engage in any activity that might result in or reasonably be expected to create the appearance of a conflict of interest.
4. Not accept gratuities from defense contractors.

5. Not use their official position to influence any person to provide any private benefit.
6. Not use inside information to further private gain.
7. Not use their rank, title, or position for commercial purposes.
8. Avoid outside employment or activity that is incompatible with your duties or may bring discredit to the service.
9. Never take or use government property or services for other than officially approved purposes.
10. Not give gifts to their superiors or accept them from their subordinates.
11. Conduct no official business with a person whose participation in the transaction would be in violation of the law.
12. Seek ways to promote efficiency and economy in government operation and public confidence in its integrity.

UNIFORM CODE OF MILITARY JUSTICE (UCMJ)

The military justice system is one tool used to correct breaches of discipline; it protects the rights of both the institution and the individual service member. As a uniformed officer, it is your responsibility to provide full support to the UCMJ when a breach in discipline occurs. The following are some specific responsibilities that come under this general responsibility:

1. Support your Commander in the application of the military justice system for maintaining order and discipline.
2. Become involved when breaches of discipline occur in your presence and report all such violations to the proper authorities.

Officers should do everything within their power to prevent breaches of discipline from occurring. If all efforts at prevention fail, the next most reasonable step is correction through expressions of disapproval, verbal reprimands, or remedial training.

These corrective methods often bring more desirable results than more punitive methods; however, if these minor corrective methods prove unsuccessful, punitive action may be taken. Punitive methods are used as a last resort to punish those who repeatedly or seriously violate the standards of conduct required of military service members. Punishment may be rendered through nonjudicial punishment (Article 15) or judicial punishment (court-martial). Military service members do not lie, cheat, steal, or engage in activities that bring discredit upon their service, nor do they tolerate those who do.

Issues involving breaches in military conduct will be dealt with by the USU Brigade chain of command. Adjudication will be directed through the member's branch of service. After adjudication, the Student Promotion Committee (SPC) will be briefed on actions taken. The SPC will determine the need for further action as it relates to medical student status at the university. Depending on the offense, local law enforcement may also be brought in at the discretion of the Command.

GENERAL MILITARY EVENTS/ISSUES

UNIFORM AND GROOMING STANDARDS

Unless otherwise directed all USU students will wear their service's prescribed uniform of the day between 0730-1600, Monday through Friday. Exceptions will be granted only if approved by the Commandant. Academic exercises requiring the wearing of the utility uniforms (BDUs) will be so annotated on the course schedule prepared and distributed by the Office of the Medical Education or as updated on the official class bulletin boards. During the rotations in the military treatment facilities during the clinical years, the normal duty uniform will be that prescribed by the local commander. During clinical rotations in other than military treatment facilities, the duty uniform will be prescribed by the Assistant Dean for Clinical Services.

All students are required to maintain proper grooming standards in accordance with their service-specific regulations. Students should be neat and clean at all times with their uniforms in good repair. Exercise clothing may be worn only while going directly between the place of exercise and the changing room at USU.

DINING-IN AND DINING-OUT

The University holds a Dining-In during the fall of each academic year. A Dining-Out is held every other year during the spring. The Offices of the Commandants of the SOM (School of Medicine) and GSN (Graduate School of Nursing) sponsor both events under the auspices of the Brigade Commander. The planning and execution of these events are accomplished through a committee with representatives from the School of Medicine and Graduate School of Nursing.

The Dining-In serves to familiarize students with the formal military customs, to continue old traditions, and to foster an "esprit de corps" at USU. The Dining-In is an enjoyable evening of companionship with fellow students, staff, and faculty.

The Dining-Out is an opportunity to have family and friends join in the uniformed tradition of fine formal dining and fellowship among officers. In addition to the custom and ceremony of the event, entertainment and dancing usually follow the formal portion of the evening.

These evenings are formal activities of this uniformed command. Attendance during the first two years provides important opportunities for officership growth and development; attending is an officer's professional obligation, as is the ownership and proper wear of the service-specific dress uniform.

PHYSICAL FITNESS AND WEIGHT CONTROL

Students are required to pass the physical fitness test and meet height/weight and body fat standards administered in accordance with their service regulations. Failure at either test can result in administrative actions, including entry into a supervised exercise program, entry into a weight management program, restriction of clinical rotations and potential removal from active duty. Failure to meet either standard will result in notification of the parent service. Continued failure will result in suspension of favorable actions by the Command.

All students will maintain a personal exercise program to ensure physical fitness and weight control. The University has master fitness instructors who, upon request, will tailor programs to meet individual needs.

POLICY DIRECTIVE ON MEDICAL STUDENT OUTSIDE ACTIVITIES

Unlike other medical schools, students at this University are fortunate enough to receive full military pay and allowances while attending school. One example of the importance placed by the Services on the training that occurs here is that students, even those with previously established military specialties, will not be temporarily reassigned outside of the institution while they are students except in the gravest of national emergencies. For these and other reasons the parent Service of each student expects that a student's primary emphasis and full attention will be focused on their studies at USU. Accordingly the following policy is established regarding outside activities.

For purposes of this Directive outside activity is defined as any non-federal government activity that involves compensation (employment), relates to the service member's military duty (to include attendance in a regular course of study at other educational institutions) or significantly impacts on the student's time. The general definition of employment may be found in DoD Directive 5500.7-R, the Joint Ethics Regulation. Any questions as to whether a particular activity falls within this Directive should be addressed to the Brigade Legal Officer. Courses which are completed in a relatively short time are exempt from this Directive. (An example of this would be a short computer course taken over a weekend or during a couple of evenings at a local computer training center.) While the University encourages students to volunteer and be active in the local community, we expect students to know their limits and not let this interfere with their studies.

Any activity deemed to be an outside activity for the purpose of this Directive must be approved before the student is authorized to engage in the activity. While each request will be evaluated on

its own merits, as a general rule activities which involve compensation will not be approved.

The process for seeking approval of outside activities is as follows:

The student will obtain a USUHS Form 1004 from the Service Commander's Office. The completed form will be staffed through the Service Commander and the Commandant. Should they recommend approval, the request will be reviewed by the Brigade Legal Officer to ensure compliance with the Joint Ethics Regulation. Final action will be taken by the Brigade Commander.

SPECIFIC LOCAL POLICIES

1. Saluting. The area within the walls and central courtyard of the USU complex is a no-hat/no-salute area; outside the walls (i.e., off the bricks in front of the USU building on the university grounds), officers in uniform will be covered and render/return salutes.
2. Book Bags. USU regulations prohibit carrying backpacks/book bags/suitcases over the shoulder while in uniform. You must carry book bags/back packs in your left hand as this allows you to be prepared to render/return salutes at the appropriate time.
3. Name/Address/Telephone Changes. Students must notify the Company/Squadron Commander's Office and the Office for Student Affairs of any change in name, address, or telephone number within seven days of the change.
4. Eating/Drinking in Lecture Halls. USU does not allow beverages or food in laboratories, in the main auditorium, or during lecture presentations by general/flag officers or senior federal governmental officials. Students may normally bring beverages, but not food, into Lecture Rooms D and E during scheduled activities. Course Directors may prohibit beverages during specific presentations involving outside guests who in the Course Directors' judgment, might be disturbed or offended by such "audience behavior". Such individual prescriptions will be listed in the Course Schedule published by the Office of Medical Education or as updated on the Commandant's bulletin board.
5. Rendering of Courtesies to Senior Military or Governmental Guests. All students will come to attention when a general/flag officer or service government official first enters the lecture room. When asking questions of visiting general/flag officers or senior governmental officials in a lecture setting, USU students will stand at attention by the seat, greet the speaker by title, introduce themselves (i.e., Lt or ENS XXX), and ask their question.

DRUG ABUSE PREVENTION

As do all military personnel, students will periodically undergo random, unannounced urinalysis drug testing while attending USU. It is the University's intent that no positive results occur. Testing demonstrates to the American public that we are drug free, and may act as a final deterrent for someone contemplating use. Soon after your arrival at USU, you will hear a full discussion of the University's (and DoD's) extensive program to non-punitively assist uniformed members who self-report with concerns about use of alcohol or illicit drugs.

Urinalysis drug testing is considered a mandatory formation and must be completed within the specified time set up for the test.

MEANING OF THE TERMS "MANDATORY" AND "ACADEMICALLY REQUIRED"

When, with the concurrence of the Dean, the Commandant describes attendance at a military event as "mandatory", each student has a military duty to attend in the appropriate uniform on time (example: ready to begin and seated, not entering, a lecture hall at 1300 hours for a mandatory 1300 hour event). The Commandant or Company/Squadron Commanders will announce each mandatory military event through your Student Chain of Command. Attendance will be noted and appropriate actions taken for failure to attend. Students who feel they have a legitimate reason for being absent from a mandatory military event must coordinate an excused absence from the Company/Squadron Commander prior to the event. A word to the wise: do not wait until the last minute to talk with your Commander.

When, with the concurrence of the Dean, an academic department describes attendance at a scheduled event as "academically required", each student has an academic duty to attend. Consequences of failure to attend such an academically required function will be in accordance with the published policies of the department involved. Academically required events will be so designated in the course material provided each student.

TRAINING REPORTS (Academic Evaluation Reports or AERs)

The Company/Squadron Commander reports on your academic and military progress to your service as required. This report is a brief narrative noting your academic progress, military performance, and essential identifying information (rank, SSN, etc.). In addition, the Commandant's Office will forward personnel documents received to the Military Personnel Office (MPO), and to the Registrar's Office for inclusion in your official records as appropriate. Prior to completion of the AER, your Company/Squadron Commander will require you to submit an "input sheet" with information concerning your military activities; this information is used in the "Professional Qualities" (bearing, appearance, conduct, fitness) portion of your academic report.